



# 9 WAYS TO UNLOCK PROJECT SUCCESS

With the Power of Your Mind



---

BY GEMMA BLEZARD  
FOUNDER, THE ARCHITECH CLUB  
SALESFORCE MVP



“If parents want to give their children a gift, the best thing they can do is to teach their children to **love challenges, be intrigued by mistakes, enjoy effort and keep on learning.** That way, their children don't have to be slaves of praise. They will have a lifelong way to build and repair confidence.”

- Carol S. Dweck, PhD

We talk a lot in business about fixed mindset and growth mindset; terms coined by renowned psychologist Dr. Carol S. Dweck. In 1988, following years of research, she described fixed mindset and growth mindset to demonstrate the beliefs people have about their own learning and intelligence, and to highlight the impact of mindset on human potential. Her work was inspired by her interest in students' attitudes towards failure.

If you've made the choice to work in the Salesforce ecosystem, chances are you've already developed a growth mindset. The Salesforce community is one of the most successful corporate collectives that exist today.

What makes a community? Shared values and objectives, connection and support. Collectively, the Salesforce community values reaching your full potential, being supportive and learning from Trailhead, Salesforce MVPs, community conferences, community groups and one another. We share experiences and celebrate successes. We expound on the importance of accepting failure. We surprise ourselves with our achievements and accept that our abilities are malleable; it's textbook.

We also share frustrations when we have to execute in a way that conflicts with the values and ethics we share. Why are we so frustrated? It's because we see our clients and businesses making decisions that limit their own potential. The impact is that our toolsets become limited in their potential too.

# Fixed Mindset in Salesforce Projects

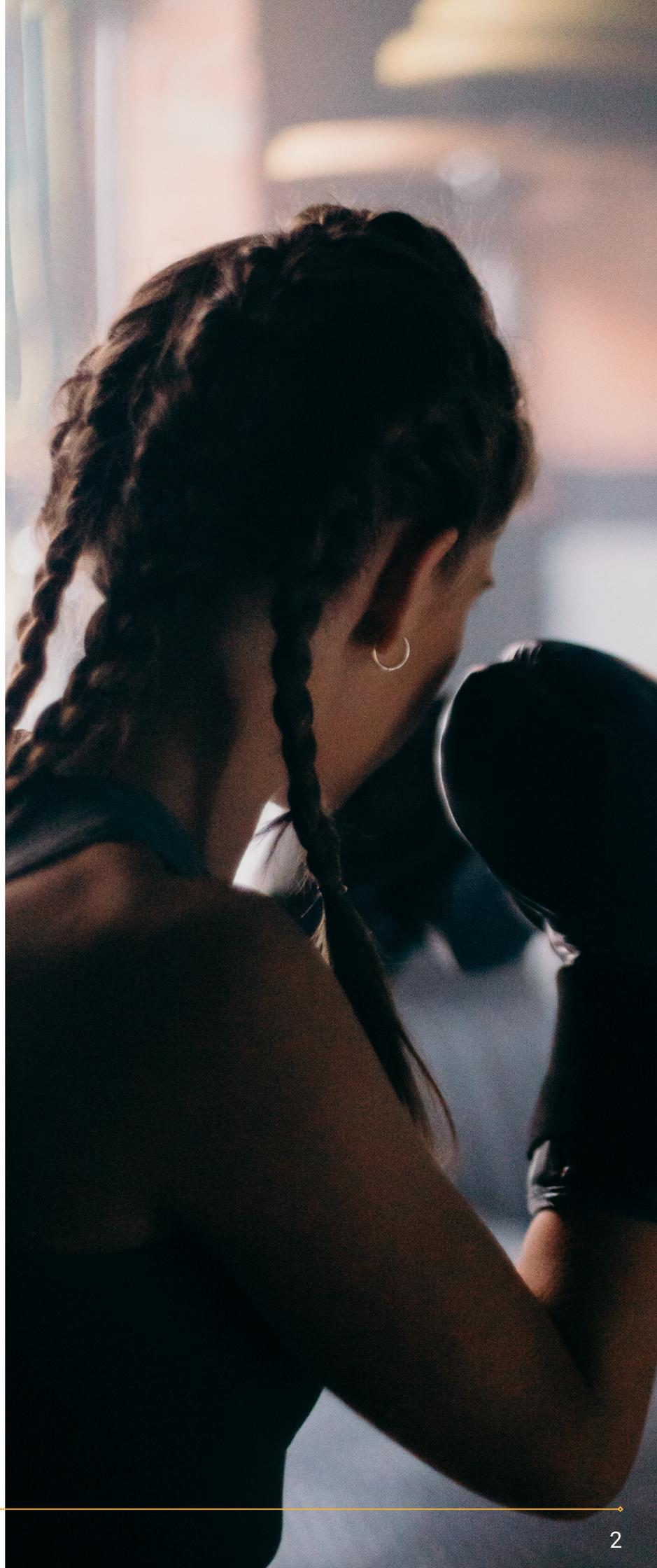
---

Dweck's model talks about fixed mindset leading to a desire to look smart. Those with a fixed mindset believe that intelligence, creativity, social skills, and character can't be taught, but they are innate abilities.

If you've ever worked in business, you'll be smiling, because we humans come up against this all the time. Nobody likes to appear as if they don't know something. Equally, if a consultant you've hired can't immediately answer your question, there's a temptation to question why you're paying them all this money.

Chances are, there are so many ways to answer it because things have changed and the consultant needs to consider the best approach so their response is of value to you.

**Salesforce is never finished**; with 3 releases a year, regular acquisitions and more products being added all the time, it's becoming impossible to know everything about it. Do you think Parker Harris knows every single line of code in the platform and what it does? Of course not.



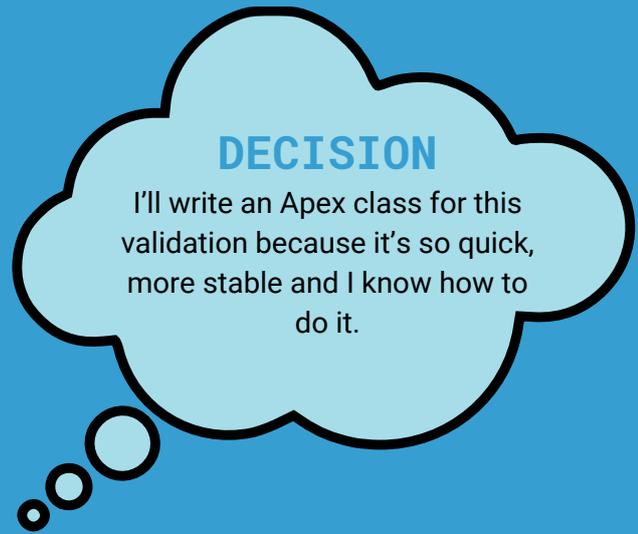
Some **examples** of the impact of fixed mindset on a Salesforce implementation:

# Requirement



## UNDERLYING INTENT

- It'll get this work off my plate quicker and everybody will see how clever and efficient I am.
- I will look great for future job opportunities.
- It'll help me prove my worth



Lead Developer



## CONSIDERATIONS

- Do you work for this org permanently?
- What if something changes in the business rules?
- How would someone who can't write code switch it off if there's a problem?

## CONSEQUENCES

The developer delivers!

BUT...

You have a fiddly, unsustainable solution.  
Imagine this scenario x5....

Future changes will incur cost

# Management Pressure

## DECISION

Get a Minimum Viable Product (MVP) Sales Cloud implemented by 31 July

## UNDERLYING INTENT

- Quick win
- Keep things simple - just Accounts, Contacts and Opportunities
- Reduce costs
- Use up the budget before it expires
- Reduce the training burden on users
- Hold the project team accountable
- People will congratulate me that I brought Salesforce to the business on time



Program Lead

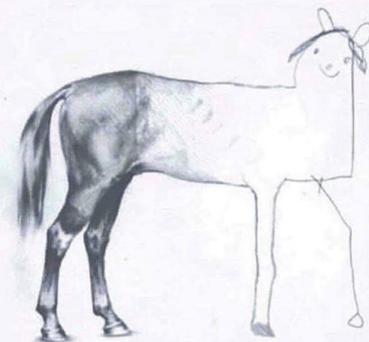


## CONSIDERATIONS

- It's never as simple as just Accounts, Contacts and Opportunities. Segmentation, Master Data Management, security, permissions, activity capture and data migration are just a few things you need to straighten out
- You'd have to prepare the case for rolling budget into next year
- Adoption risk: the users haven't been involved in shaping the requirements.
- If time and cost are constrained, quality is impacted
- Congrats - You brought the project in on time! Shame that Sales don't like using it.

## CONSEQUENCES

*when your client asks*



*if you can do it cheaper...*



Those with a growth mindset believe that even if you're not born with certain abilities or skills, they can be learned through constant practice and challenge. They also believe that failure is nothing but a stepping stone to developing new skills.

Here are the 9 ways we suggest to unlock project success with the power of your own mindset:

## 1. EXAMINE THE BIG PICTURE

---

Some curveballs can be avoided if we take the time to consider the big picture and any risks, issues and dependencies. Here are some questions and considerations you could address:

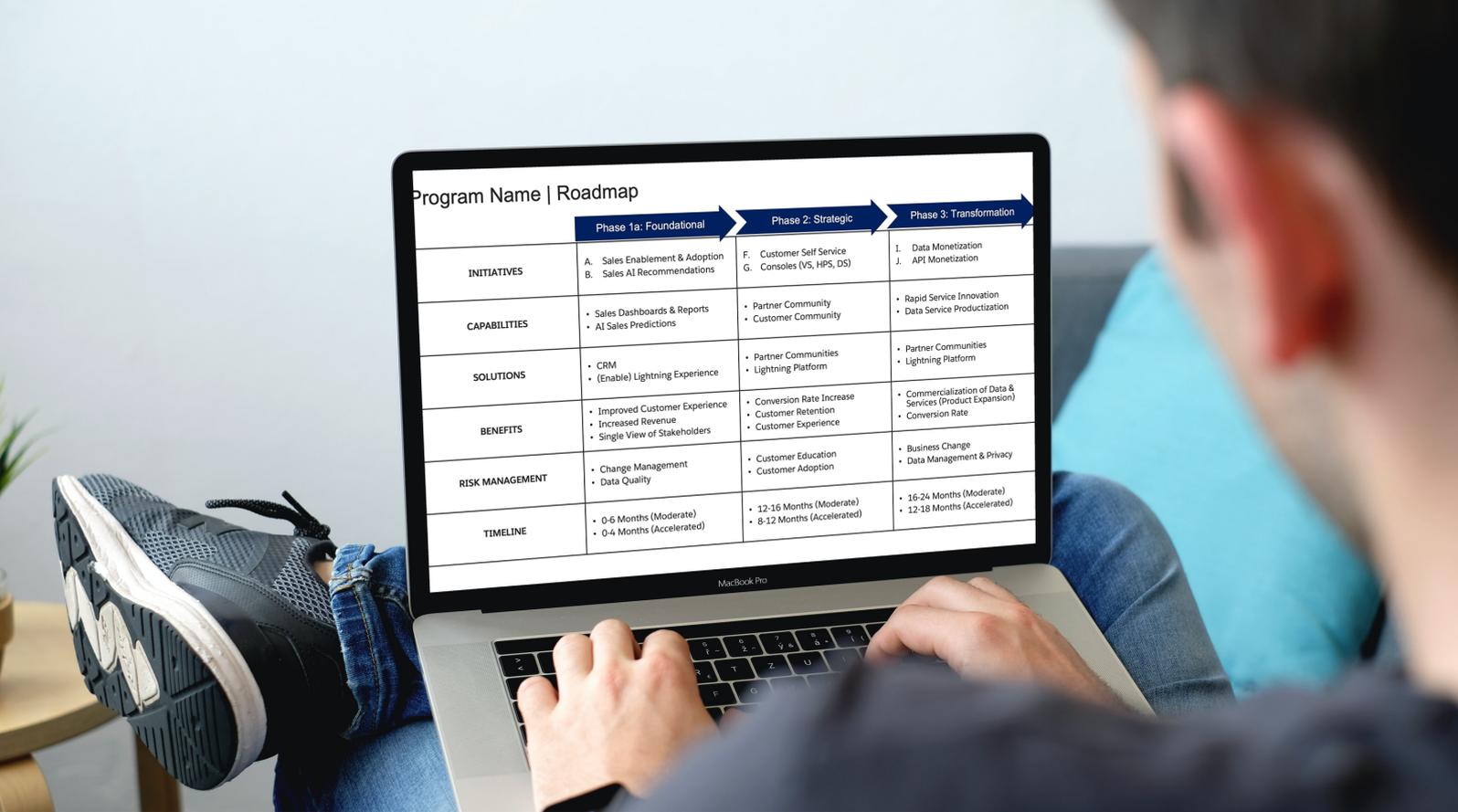
### **What's going on with the business?**

- Growth plans
- Restructuring
- New teams entering the Salesforce user base

### **What's going on with the org?**

- Roadmap
- Program complexity
- Data complexity
- Standards and quality assurance
- Integrations
- Security
- Business continuity planning
- DevOps

# Challenging the Fixed Mindset in Salesforce Projects



Program Name | Roadmap

	Phase 1: Foundational	Phase 2: Strategic	Phase 3: Transformation
INITIATIVES	A. Sales Enablement & Adoption B. Sales AI Recommendations	F. Customer Self Service G. Consoles (VS, HPS, DS)	I. Data Monetization J. API Monetization
CAPABILITIES	• Sales Dashboards & Reports • AI Sales Predictions	• Partner Community • Customer Community	• Rapid Service Innovation • Data Service Productization
SOLUTIONS	• CRM • (Enable) Lightning Experience	• Partner Communities • Lightning Platform	• Partner Communities • Lightning Platform
BENEFITS	• Improved Customer Experience • Increased Revenue • Single View of Stakeholders	• Conversion Rate Increase • Customer Retention • Customer Experience	• Commercialization of Data & Services (Product Expansion) • Conversion Rate
RISK MANAGEMENT	• Change Management • Data Quality	• Customer Education • Customer Adoption	• Business Change • Data Management & Privacy
TIMELINE	• 0-6 Months (Moderate) • 0-4 Months (Accelerated)	• 12-16 Months (Moderate) • 8-12 Months (Accelerated)	• 16-24 Months (Moderate) • 12-18 Months (Accelerated)

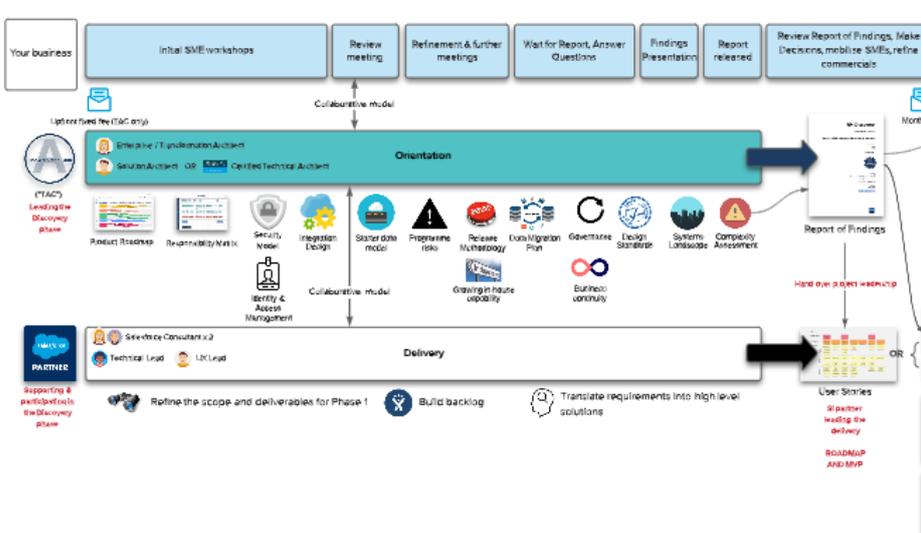
Graphic: [Salesforce Architects](#)

# Challenging the Fixed Mindset in Salesforce Projects

## What's going on with the people?

- Teams and processes involved
- Politics
- Skill Sets
- Learning and development
- Availability

**Draw pictures** - Visualise how teams and processes interconnect and consider the role Salesforce could play in making everybody's lives easier.

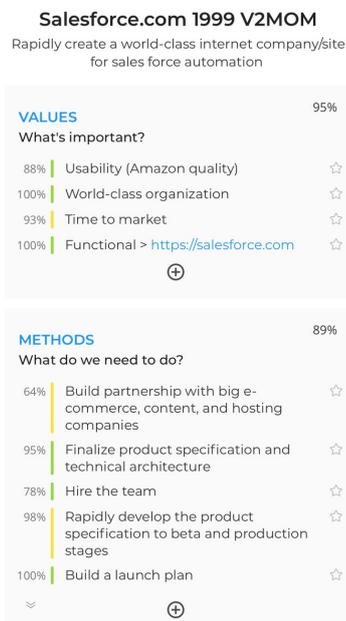


If you're not sure how to get started, [book a call](#) and we'll be happy to guide you.

## 2. CONTINUOUSLY VALIDATE THE VISION

As Salesforce professionals, The Architech Club uses the secret of Marc Benioff's success to help Salesforce customers. It's the V2MOM, the strategic alignment method created by globe-trotting, rock-loving Salesforce CEO Marc Benioff back when Salesforce was just a dream he had with three friends in a rented apartment in Telegraph Hill, San Francisco.

Learn more about the V2MOM from our friends at [Trailhead](#).



Marc created the V2MOM because he also has a growth mindset; the essence of it is that you accept that your vision will change. This is also why it's vital to know where Salesforce fits within your business application landscape, before it ends up on its own somewhere, without structured support and governance frameworks.

Once you understand what you want to achieve, the vision must lead the way you design, roadmap, deliver and govern Salesforce. We offer a limited number of **free V2MOM alignment sessions** - book one with us [here](#).





### 3. PRIORITISE USER NEEDS

---

As architects, we've captured requirements of varying degrees of quality. The most successful requirements are those that prioritise user needs. If your customer service agent can't call a customer back if they're disconnected, that'll cause frustration when you implement your shiny new CTI app.

When considering your project scope:

- Engage and delight users early on - adoption really is the truest measure of success when implementing Salesforce. If users feel consulted and involved, you'll have better quality feedback during testing and create advocates when you go live.
- Put yourself in your users' shoes. What are they thinking/feeling/doing/obliged to do and how can you make it easier for them?
- Users are your customers - treat them like it.
- Make their contributions feel valued, accept all ideas (even if they seem stupid and you definitely won't implement them) and actively listen to them. The clue is in the acronym: Customer.Relationship.Management.
- Don't treat users like an inconvenience because they know less about Salesforce than you do. Some will actively want to learn. Others may not.

Take the opportunity to create advocates of your users - if they love Salesforce, your roadmap will build itself!

## 4. GET OVER YOURSELF

---

To better understand if your mindset is fixed or not, analyse your response to a recent failure. You could try writing down how mistakes at work make you feel, how that feeling comes across through communication and body language, and how you overcome that feeling.

- Do you see it as a sign that you're not capable?
- Is it a sign that you need to work harder and change your approach?
- Do you see failure as being catastrophic or do you always seek a strategy to overcome the problem?
- Is it other people's responses to failure that make you feel that way?
- Do you even care what others think? How might that be perceived?

Even if you don't care, it's still worth taking the time to understand and shape your personal contribution and impact. The good news is that even if you find yourself having a hard time coping with failure, you're not stuck in a fixed mindset - you're human. All you have to do is to teach your brain to answer positively to change and challenging situations.



## 5. LEAVE YOUR EGO AT THE DOOR

---

Knowledge is a currency in this competitive ecosystem, but relationships take you further. There's no room for overconfidence when you value a transformative outcome, whether its for yourself, or for your Salesforce project. With a growth mindset:

- You add value to building a Salesforce system
- Your emotional intelligence will improve
- Helping others builds connection, friendship and a sense of belonging
- Validating requirements, operating models and designs actually informs the technical requirements
- Your project scope and strategy relates more closely to the vision

Chris Bradley of McKinsey & Company gives us an [excellent summary](#) of the impact of social bias on strategy.

## 6. TURN FRUSTRATION INTO FASCINATION

---

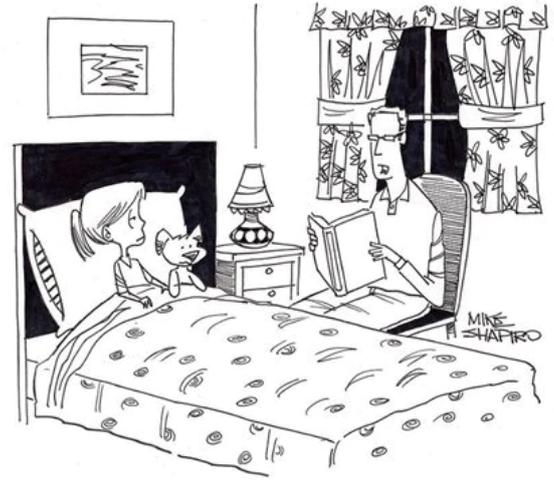
Find out all you can about the bigger picture if you're frustrated by decisions. There may be a good reason for the decision, or you're raising something they had not considered yet.

**You have every right to ask why** a decision has been made and highlight any trade-offs if it means the project will stray from its vision.

## 7. BE FLEXIBLE

---

Sometimes you have to remake decisions and change the approach. Ask for clarity on the business priority if you're not sure: is it Cost, Time, or Quality? Continuously validate your V2MOM.



"... The third little pig wanted to build a wolf-proof brick house. But the other two pigs thought that would take away resources from their budgets, so they talked him out of it right before the wolf killed all three of them."



## 8. STRATEGY OVER TACTICS

---

Strategy is about planning the road ahead to avoid hazards to your project. Tactics are specific activities that execute the strategy and practically apply the vision.

An Architech Club architect will always start by looking at not just the vision but the values of your business. The strategic planning process starts here to make sure there's alignment between your Salesforce strategy and business priorities. This way you'll know you're on the right road and have a map to guide decision-making as you work to achieve your goals.

For example, if a furniture company has a goal to expand market share, its strategy could include offering the most competitive prices and always being in stock of common offerings.

Leadership teams tend to make decisions that prioritise lower costs - time to tip the balance in favour of best practice and high quality - it'll save you money in the long run.



## 9. ACCEPT THAT FAILURE IS PART OF THE PROCESS

---

I'll say it till I'm blue in the face: Salesforce is a living system with 3 releases a year, plenty of acquisitions and new products - so it's never finished, best practices change and there are often multiple approaches to building a solution. Features go in and out of fashion, too.

The most successful implementations have become ongoing programs; Salesforce professionals actively listen to their users, build out prototypes in sandboxes, let users experience them and continuously roll out changes that help them serve their customers better. In other words, they truly own and productise Salesforce for the business. Some prototypes become essential business processes, while others will never see the light of day. But you've all learnt from the experience.

# Advice for Salesforce Professionals

## #SalesforceSustainably

As a Salesforce professional, it's your job to strategise and find a way to solve problems. [The Architech Club](#)'s strengths lay in our ability to solve for the future as well as for now.

No one can ever know everything about Salesforce, and we all need to accept that. Sometimes you have to go and look things up. The stakeholder who berates you for that is probably stuck with a fixed mindset (intelligence is static, remember?), or they see Salesforce as "just CRM". At The Architech Club, we are bold enough to challenge this - our clients buy honesty and self-sufficiency. Once we immerse you in the Salesforce world, you can truly take ownership of your Salesforce org.

[Acknowledge your flaws, celebrate your wins, learn from your mistakes and change what isn't serving you.](#)

Don't let challenges frustrate or intimidate you, it's part of the job. Turn frustration into fascination: if the rules don't make sense, find out why they are there. You may be able to suggest a better approach or discover that the rules are there for good reason.

Be eager to learn and flex on the best approach throughout your career. Workflow rules are going? Don't migrate them to a new org and make a mess. Spend time thinking and re-designing them using Flow.

Zoom in on your own personal vision - do you have a long term plan? Try something new and [Create your own V2MOM](#).

## #BuildBetter

Putting in effort and overcoming difficulties are great ways to make stronger neural connections and build confidence.

Yes it's a hard project, but once it's finished, you'll have learnt SO MUCH for your next project

Being challenged creates resilience, strengthening your brain's capability to process and overcome difficult situations along the way. It's all about the journey, not just the destination



THE ARCHITECH CLUB PRESENTS

## Architech Afternoons

UNITING PERSPECTIVES FROM ALL CORNERS OF THE SALESFORCE ECOSYSTEM



FIXED MINDSET?  
CHALLENGE  
ACCEPTED



We have all this and more to share at our next Architech Afternoon event in London on 28th April 2022, where we'll be swapping perspectives on mindset with Salesforce, IBM, OwnBackup and Salesforce customers.

Registration is free, all are welcome and you can register for the event [here](#).

If you've been reading this and it relates, it's time to re-align. Your users deserve to experience the full benefits Salesforce can bring. [Book a free V2MOM alignment session](#) with The Architech Club, bring your stakeholders along and let's find a way forward.



Thank you for your time and attention in reading this white paper. The Architech Club Ltd is a limited company registered in the UK, under Companies House registration number 12248208. Registered at 27 Old Gloucester Street, London, WC1N 3AX. VAT number GB 334188303. [enquiries@architechclub.com](mailto:enquiries@architechclub.com)